

Future Systems Technology Advisory Panel

February 3 and February 4, 2010

Latham Hotel Georgetown

Washington, D.C. 20008

Minutes

1. The Future Systems Technology Advisory Panel held its sixth meeting on February 3, 2010 from 10:30 A.M. to 5:00 P.M. and on February 4, 2010 from 8:30 A.M. to 12:00 P.M. in the Presidential Ballroom of the Latham Hotel Georgetown in Washington, D.C. The meeting was open to the public from 10:30 A.M. to 5:00 P.M. on the first day and from 8:30 A.M. to 12:00 P.M. on the second day.
2. Attendees included:
 - a. Future Systems Technology Advisory Panel members
 - **Alan Balutis**, Director of the North American Public Sector, Cisco Systems' Business Solutions Group
 - **Phil Becker**, Associate Commissioner for the Office of Telecommunications and Systems Operations, Social Security Administration
 - **Andy Buckler**, Special Advisor to the Deputy Commissioner Services & Enforcement, Internal Revenue Service
 - **Gregory E. Buoncontri**, Executive Vice President and CIO, Pitney Bowes, Inc.
 - **John D. Halamka**, MD, MS, Harvard University, CIO, Harvard Medical School, CIO, Beth Israel Deaconess Medical Center. Note: Dr. Halamka was available by telephone only.
 - **Blaise Heltai**, Founder, Genus2 Technology. Mr. Heltai was available by telephone only.
 - **Nancy LeaMond**, Group Executive Officer for Social Impact, AARP. Note: Ms. LeaMond was present on February 4, 2010.
 - **Henry C. Lucas, Jr.**, Department Chair and Smith Professor of Information Systems, University of Maryland. Note: Dr. Lucas was available by telephone only.
 - **David McClure**, Associate Administrator, Citizen Services and Communications, U.S. General Services Administration Note: Mr. McClure was present on February 3, 2010.
 - **Maria R. Morris**, Executive Vice President, Technology & Operations, MetLife, Inc.
 - **CJ Moses**, Senior Manager, Amazon Web Services Note: Mr. Moses was present on February 4, 2010.
 - **Steve Sullivan**, Vice President of Global Technology Services, T. Rowe Price Group, Inc.
 - b. Social Security Administration Officials
 - **Frank Baitman**, Chief Information Officer

- **Betsy Bake**, Associate Commissioner, Office of Facilities Management. Note: Ms. Bake was available by telephone only.
 - **Kelly Croft**, Deputy Commissioner for Systems
 - **Jason Fichtner**, Chief Economist
 - **Michael Gallagher**, Deputy Commissioner for Budget, Finance, and Management. Note: Mr. Gallagher was available by telephone only.
 - **Tom Grzymski**, Associate Commissioner, Office of Enterprise Support, Architecture, and Engineering
 - **Stephanie Hall**, Assistant Deputy Commissioner for Budget, Finance, and Management
 - **Ruth Lacey**, Deputy Associate Commissioner, Office of Disability Determinations. Note: Ms. Lacey was available by telephone only.
 - **Greg Pace**, Deputy Chief Information Officer
 - **Art Spencer**, Acting Associate Commissioner, Office of Disability Programs. Note: Mr. Spencer was available by telephone only.
- c. Social Security Administration Staff
- **Dianne Rose**, Designated Federal Official (DFO)
 - **Devin Fensterheim**, Hardy-Apfel IT Fellow
- d. Members of the Public who presented oral or written statements
- None
- e. Other members of the public
- Several members of the public attended the meeting

3. Description of matters:

Wednesday, 3 February 2010

- a. Welcoming remarks: Alan Balutis, panel Chairman, made welcoming remarks. Panel members introduced themselves.

Dianne Rose introduced herself and members of the panel support staff. She discussed the meeting agenda, completed action items, and documents provided to the Panel.

The minutes of the fifth panel meeting were approved.

- b. Michigan Reconsideration Pilot Briefing was presented by Art Spencer, Acting Associate Commissioner of the Office of Disability Programs and Ruth Lacey, Deputy Associate Commissioner of the Office of Disability Programs.

The panel heard a briefing on the reconsideration data analysis for prototype states. In 1999, ten states adopted or partially adopted a prototype policy to eliminate the reconsideration step at the DDS level. The panel heard that this prototype process resulted in substantially more appeals (in excess of five percent annually) than did the non-prototype process. The panel heard that, reinstatement of the reconsideration step in prototype states would provide a period during which cases

would not be appealed to ODAR thereby providing time to reduce the ODAR backlog.

The panel was also briefed on the reinstatement of the reconsideration process in Michigan specifically. Driving reinstatement were the goals of reducing the number of appeals requests at ODAR and providing earlier decisions to claimants. Ms. Lacey provided an overview of the process involved in reinstating reconsideration, including legislative and regulatory changes at the state and federal levels, difficulty in providing experienced examiners for the second-tier review and bringing in examiners to backfill for these experienced examiners.

In response to questions from the panel, the agency clarified that the most significant arguments for reinstatement were the need for a consistent case processing standard nationally, and the need to establish consistency between DDS and ALJ decisions. The panel heard that, the Electronic Case Analysis Tool (eCat) will also be used to provide consistency.

The agency offered to provide a briefing of eCat to the panel at the forthcoming meeting in May. The panel indicated it would consider a briefing.

- c. CIO Organizational Changes Update/ Additional Issues for FSTAP to Address was presented by Frank Baitman, Chief Information Officer and Greg Pace, Deputy Chief Information Officer.

Mr. Baitman briefed the panel on the reorganization of the CIO's office and its strategic implications. He indicated that the objective of the organization is to provide a link between the Agency Strategic Plan and a technological road map for the agency. He said that the Commissioner has asked Mr. Baitman and Mary Glenn-Croft, Deputy Commissioner Operations, to develop a new agency strategic plan. They will begin to work on the new agency strategic plan in March. The technical plan will follow from this strategic plan.

The panel also heard that the agency's investment management process is being restructured to align with the agency's strategic objectives. The new investment process is to be phased in over the next year. The panel heard that SSA has contracted with a private company to begin knowledge-based authentication with the general public in 2010, and that the agency's information security focus involves balancing risks against benefits.

The panel heard that the greatest challenge is recruitment to fill the five functions which include vision and strategy, investment management, innovation, open government, and information security. The office has reached out to other DC-level offices and used government and commercial resources to post openings, and to reach out across the agency, to industry, and to academia to attract personnel for short-term assignments in the Office of Innovation.

Mr. Baitman indicated that he would welcome the assistance and advice of the panel in working on these issues. Several members of the panel offered to provide assistance: Mr. Heltai on innovation; Mr. Buckler on modernization strategy and governance; Ms. Morris on governance; Mr. McClure on innovation and open government; and Mr. Buoncontri on strategic planning and technology.

- d. Marketing Online Services to a Spanish-Speaking Population was presented by Devin Fensterheim, Hardy-Apfel IT Fellow, Social Security Administration.

The panel heard an update on the strategy for marketing services to the Spanish-speaking population. This presentation followed from a previous FSTAP meeting, where the Commissioner of Social Security asked that the Panel investigate the issues involved in offering electronic services in Spanish.

The panel heard that SSA offers programmatic information in 15 languages, and that the information is largely paper-based. The Office of Systems is currently developing a Spanish version of its Retirement Estimator, which would be the first multilingual application at the Agency. The panel also heard a summary of findings based on information solicited from panel members.

The panel heard tentative recommendations that followed from the panel input. The recommendations for the agency are:

- Develop multilingual-ready applications
- Develop a consistent business process for electronic services requiring translation of narrative text
- Engage in multicultural marketing and outreach with the Spanish-speaking community
- Implement minor enhancements to the agency's existing website www.segurosocial.gov

The panel suggested that the marketing element be placed into a broader strategic context to clarify the constraints and strategic objectives the agency is attempting to address in providing multilingual electronic services to the public, and to provide a look at what would frame the underlying issues. The panel also asked whether there is a difference in the services that would be used by the Spanish-speaking populations vis-à-vis the English-speaking population. Mr. McClure indicated that analytic data from www.governo.gov, the Spanish-language counterpart to www.usa.gov, could address whether this difference exists, and offered his assistance in providing this data to the agency.

Mr. Becker asked whether dynamic translation would be a viable solution in the extended term, as suggested in the academic literature. Mr. Fensterheim suggested that while there is extensive research in this domain, that the complexity of language translation would likely proscribe its practical usability in the short term, but would investigate this further and provide the panel with additional data.

- e. Re-imagining Subcommittee update was presented by panel member, Henry C. Lucas, Jr.

Dr. Lucas indicated that the subcommittee had ideas around the theme of greater online interaction with the general public, and is looking to a longer-term vision and technologies that are likely to alter the means by which the agency conducts business.

Mr. Balutis suggested that the subcommittee make one additional request to the panel for input, and then to package the report for Agency consideration in the forthcoming strategic planning process. Mr. Balutis indicated he would also provide the 25 predictions for 2050 developed by Cisco to incorporate into this report.

Dr. Lucas requested input on potential futuristic technologies that could be incorporated into the report, including data from Gartner and similar reports. He indicated that he would work with SSA staff to construct the report, and circulate it within the subcommittee prior to delivery to SSA.

Dr. Lucas and Mr. Balutis agreed that a period for solicitation of comments, would be followed by construction of the report and a formal vote to accept the report as an official Advisory Panel recommendation for the Commissioner at the May panel meeting.

- f. Panel Deliberations and Administrative Business. The panel tentatively decided that the May panel meeting be one full day, followed by a half-day site visit. The panel also discussed sources for the Re-Imagining SSA Subcommittee meeting, and clarified that sources other than Gartner and Forrester would be useful for the subcommittee.

Ms. Morris suggested that proper SSA officials be present when the panel subcommittees deliver their final reports.

Mr. Balutis permitted comments from the public., There were none and he panel thereupon agreed to adjourn.

Thursday, 4 February 2010

- g. Disability Backlog / Health Information Technology Subcommittee Update was presented by panel members Maria Morris and Dr. John Halamka.

Dr. Halamka reported that in December, the interim final rules and notes on the Notice for Proposed Rule-making (NPR) published on meaningful use were published, and he suggested that the language implies there will be a rapid acceleration of the capacity to deliver a clinical summary to SSA using standards employed in the MEGAHIT project, validating the agency's HIT approach. Dr. Halamka further indicated that the NPR has an effective date of 2011 for ARRA (stimulus act) eligibility, with escalating functionality requirements through 2015; and that the current language of the bill suggests that emitting a standard of care summary using the continuity of care document format would be a standard feature.

Ms. Morris provided an interim report for the Disability Backlog Subcommittee. The report indicated the expanded scope of the subcommittee, to include in particular, electronic medical records and specifically its approaches in effectively managing these data. The committee assented to the expanded scope.

The panel heard of the subcommittee's progress since the previous meeting, which included a review of the MetLife disability processes with SSA staff in December and ongoing conversations with SSA on industry disability metrics.

The panel heard the subcommittee's tentative recommendations to the agency: the establishment of an end-to-end business process owner role in the disability process; the establishment of a liaison between the business and IT execution roles; implementing strategies to reduce rework and backlogs; investing in technology for a common claim platform; and establishing an IT governance process.

Ms. Morris indicated the subcommittee would continue toward making recommendations and ultimately to a white paper, and to work with Mr. Baitman on the IT governance recommendation. A last recommendation of the subcommittee will involve addressing the customer side of the interaction once the technical recommendations are in place.

h. Legacy Systems Conversion and Systems Development Subcommittee Update was presented by panel member, Andy Buckler.

The panel heard a recap of the November meeting, indicating that the subcommittee felt the current priority projects were in alignment with the agency's goals, specifically the MADAM migration; and the recommendations of the panel, including the development of a strategic systems roadmap, and engaging business partners in the process.

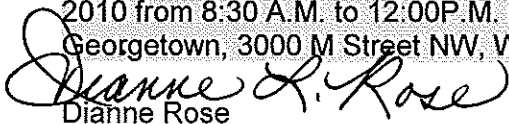
Mr. Buckler proposed authoring a white paper with the subcommittee's recommendations for approval at the May panel meeting. In response to Mr. Baitman's briefing on vision and strategy, governance, and similar areas that overlapped the subcommittee's recommendations, Mr. Buckler offered to redirect some of the committee's activities to directly assist the agency in that process.

The panel discussed, internally, the subcommittee documents that would be presented to the agency. There was agreement among panel members that there be rolling white papers rather than a comprehensive report. There was an additional suggestion that panel members might deliver follow-up presentations or engage in discussion with SSA to guide implementation of the panel's recommendations.

Mr. Becker suggested that the panel conduct a self-assessment at the May meeting to lay groundwork in anticipation of the panel possibly continuing in the future.

4. Certification

I, Dianne Rose, Designated Federal Official for the Future Systems Technology Advisory Panel ("FSTAP Panel") hereby certify that the above minutes accurately describe the sixth meeting of the FSTAP panel, held on February 3, 2010 from 10:30 A.M. to 5:00 P.M. and on February 4, 2010 from 8:30 A.M. to 12:00 P.M. in the Presidential Ballroom of the Latham Hotel Georgetown, 3000 M Street NW, Washington D.C. 20007.


Dianne Rose